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FOREWORD

Considerations affecting the interests of the personnel are more and more being accorded their proper place in industrial management. The correctness of this policy is accepted by the more progressive and thoughtful employing concerns, not only because social opinion requires that employers should squarely face the human problems in industry, but also because scientific study and attention to the selection and development of, and coöperation with, employes furnish one of the most fruitful present sources of increasing business efficiency.

In order properly to study their own personnel problems, employing concerns are increasingly establishing functionalized departments, similar to other functionalized departments such as that of mechanical engineering in a factory. To do its work properly this division of human engineering should be on a par in importance with the financial, sales or mechanical departments, and its head should be of equal calibre with other executives.

The employment office is usually selected to become this personnel department because its work necessitates such close relationship with the working force. Cases where the duties of the employment office are interpreted thus broadly are rare. Wherever they do exist, however, such departments have supervision over all questions touching employes from the time the employe is hired through all of his career in the plant. It should establish permanent relationships with the sources of supply, frequently suggesting ways of improving them. It should carefully select employes, scientifically fitting them to their jobs, whose requirements they shall in each case have studied. In every way it should seek to stabilize the working force and regularize employment. The physical examination of new and old employes as well as questions dealing with physical conditions in the plant and at the homes of the workers will occupy its attention. This department will have to do with following up the employe after he is at work, increasing his efficiency by adequate training systems and supervising the system of promotions. Social service work, profit sharing, group activities of employes are examples of other phases of its scope. Out of the labors of such an

employment department improved industrial relationships should grow, to the mutual advantage of employer and employe.

This attention to the human problems has emphasized the need for the development of a science of employment and personnel management. This need has manifested itself within the last five years in the formation of at least seven Employment Managers' Associations,—in Boston, New York, Philadelphia, Detroit, Chicago, Minneapolis, and San Francisco. The object of these Associations is to bring together the personnel executives to discuss and pool experiences about their common problems so that some of the wastes experienced both by employers and employes may be eliminated and the personnel function raised to its proper place in industrial management. It is highly important that, as this movement develops, the voice of the worker and the social agencies be prominently heard so that it may fulfill its best possibilities to industry and society.

It is with the idea of describing the development of this movement and assisting the employment managers' associations as well as the many employers who are developing this work, that this volume is devoted to a description of some of the more significant and practical efforts that are now being carried on in this field. Obviously the expressions of individual opinion in these articles may not always agree in every detail with the opinions of the Editors.

MEYER BLOOMFIELD

AND

JOSEPH H. WILLITS,
Editors in Charge of Volume.